

Document No. **011**
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Class. CHANGED TO: TS S C

25 November 1955

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1783

Date: 24 MAR 1978 By: **628**

MEMORANDUM FOR: Deputy Director (Support)

**ATTENTION: Director of Communications
Deputy Director of Personnel**

SUBJECT: Agency Manpower Study

1. In response to the request contained in the memorandum dated 17 November, subject as above, the following information is submitted:

a. Regarding Question 1a: In the event the DD/S is required to make a 10% reduction in current manpower within the support components of the Agency and finds it necessary to require each of the support components to effect this manpower reduction on a pro-equal basis, the Office of Training could and would reduce its presently authorized manpower by 10%. However, serious consideration must be given to the implications which such a requirement would have on the capacity of this Office in discharging the responsibilities laid upon it by the Director of Central Intelligence.

2. Prior to 15 August, the authorized personnel ceiling for this Office was positions. Effective that date, it was reduced to including 60 Junior Officer Trainees. This, in effect, was a reduction of positions, or of its previously authorized manpower ceiling. At the time that this reduction was made, there were 71 individuals in process.

3. A further reduction in the manpower of this Office would have the effect of decreasing the present limited capacity of this Office to:

a. Provide covert instruction for staff and contract agents and representatives of foreign intelligence services in this country.

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b. Conduct language and area training.

c. Provide for the testing and assessment of Agency personnel, as well as covert assessments for the DD/P, rendered by the Assessment and Evaluation Staff.

d. Continue or expand the Junior Officer Trainee Program as the most effective method of providing replacements for future attrition in the professional categories.

e. Continue the secure and efficient maintenance of the training facility at [REDACTED]

f. Provide for the career development of instructor personnel, who are dependent upon rotation into field assignments in order to remain current in operational doctrine.

4. Following the imposition of the reduced personnel ceiling on 15 August 1955, an analysis of the various programs and activities of this Office was made. It was determined, without reference to the Deputy Directors concerned, that all clerical training, reading improvement and the production of intelligence literature would have to be eliminated if the more significant instructional programs were to be continued at their present level. This analysis also revealed that it would be necessary to curtail such other programs as language and area training, the Instructor Development Program, the tutorial training of Staff employees, and to reduce the number and scope of field problems conducted by the Operations School. Although this Office has received continued requests for an increase in the number of courses dealing with Communism and Counterespionage, staff limitations have made it impossible to accept these requirements.

5. In an effort to adjust to the personnel ceiling imposed on 15 August, the following tentative allocation of personnel has been made:

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25X9A2

25X1A9a

Office of the Director of Training.
 Plans and Policy Staff.
 Assessment and Evaluation Staff.
 Support Staff
 (including positions at
 Basic School.
 Intelligence School.
 Operations School
 Language and External Training School.
 Instructor Development Program.

25X1A6a

TOTAL

Junior Officer Training Program*

*The Junior Officer Training Program was allocated the sum of positions shown and has been considered as a separate problem in that:

- a. The Junior Officer Training Program has been identified as the best means of meeting future attrition of the professional employees of this Agency.
- b. It is the consensus of the senior officials of the Agency that the program should not only be continued but expanded as well.
- c. Although Junior Officer Trainees are temporarily carried on the Office of Training table of organization, in general they do not contribute to the training or support functions performed by this Office.

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25X1A6a 6. As long as the Office of Training continues to operate the training base at [REDACTED] the [REDACTED] support positions must be considered as the minimum number of employees required to maintain and operate the base in a secure and efficient manner. Therefore, any reduction or reallocation of positions within OTR must be examined against the remaining staff, instructional and training support personnel, or a working total of [REDACTED] positions. 25X9A2

25X9A2 7. As another alternative, the following activities performed by support personnel at [REDACTED] might be contracted to an independent contractor, or transferred to another government agency: 25X1A6a

- a. Care and maintenance of buildings and grounds.
- b. The establishment of mess facilities for students and base personnel.
- c. The establishment of a caretaker force to clean office and quarters.
- d. The establishment of a guard force as needed for buildings and grounds.
- e. The operation of a fire department.
- f. The establishment of an engineering staff to care for major items of equipment.

8. At the request of the DDCL, preliminary discussions have been held with the Commandant, Armed Forces Staff College, who has expressed a possible interest in making use of a portion of the [REDACTED] tract for the construction of a new Armed Forces Staff College. In the event these negotiations are carried through, the possibility exists of transferring a major portion of the support of the base to the Department of Defense. In the event the exchange of real estate for a comparable return in the form of support of the base proves feasible, this Office could without question reduce its present manpower by at least 10%. However, it must be emphasized that no assurance exists at this time that any such arrangement will materialize. 25X1A6a

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25X1A6a 9. At the request of the DD/S, this Office has already looked into the possibility of contracting certain support functions now carried on at [REDACTED]. The Director of Security has submitted the following comments on this question:

"Persons who are employed in a service or housekeeping capacity, such as those mentioned in your paragraph 2, could be hired on a personal service contract for a specified purpose. However, controls must then be established so that access to classified information, either by purpose or by the nature of the work, is strictly limited.

"The letting of an overall contract to a concern for general services, such as maintenance, is not viewed favorably. The difficulty of controlling the daily flow of different workers, the problems of clearance involved in this category of personnel with its large turnover and the problem of maintaining good cover, makes this type of arrangement highly undesirable from a security viewpoint."

10. One additional implication should be considered, with regard to transferring functions now performed by Agency employees to contractual arrangements. The budgetary requirements of this Office have in the past reflected the support requirements of this Office, in both 01 and 07 categories. If these functions are contracted, there will obviously be a reduction in category 01, but there will be a marked increase in category 07. The important factor to be considered here is that the requirement for these functions will not diminish in the future, and should the Congress of the United States at some future date reduce the budget of the Agency, this Office might well find itself on the horns of a dilemma, with its personnel reduced and funds for contractual services curtailed as well.

11. Regarding Question 1b: There are other components of CIA engaged in the conduct of training, e. g., [REDACTED] Soviet Russia Division, DD/P. It is my view that some manpower saving could be made within the Agency by the incorporation of that training conducted by [REDACTED], under direct supervision of OTR.

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12. With regard to training conducted by this Office and training in similar fields conducted by other agencies of the government, language and area training represent the most significant examples. Over the course of the past several years, this Office has made a serious effort to take advantage of all government and university area and language courses. The experience gained through these efforts has proved conclusively that, in the majority of cases, the most efficient, economical and secure method of providing language and area instruction for Agency employees is accomplished through internal CIA programs.

13. The overriding importance of providing instruction in a secure and efficient manner, and assurance that the quality of instruction is responsive to the standards of performance required of Agency personnel are significant considerations and should not be sacrificed. Yet, if the decision is taken to reduce sharply or eliminate internal language and area training, to contract for this instruction or rely upon the facilities of other government agencies, it may be anticipated that the Agency will lose these advantages. It may also be anticipated that inferior language and area training will further complicate the operational problems existing throughout the world.

14. In response to Question 1c.: It has been previously indicated that this Office has found it necessary to project the elimination of clerical training, instruction in reading improvement and the production of intelligence literature, unless the current personnel ceiling can be augmented.

15. The imposition of the personnel ceiling of 15 August 1955 also made it necessary for this Office to curtail the planned expansion of the staff of instructors for covert, language and area, and management training. Plans for the increase of instruction in International Communism and for the continuation and expansion of the Instructor Development Program have been deferred. The capacity of OTR to support DD/P through the provision of qualified instructors to service special overseas training requirements has been seriously diminished. All current Agency war plans provide for the establishment of major overseas training bases. In order to discharge its responsibilities, this Office, as one of the principal support components of CIA, should be prepared to meet the requirements which the establishment of these

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installations will entail. Under present circumstances, the Office of Training would find it extremely difficult if not impossible to provide a cadre for any of these overseas bases.

10. In summary, this Office can, if directed, reduce its authorized manpower by an additional 10%. To do so, however, we did have a serious impact on its ability to discharge its responsibilities.



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HEN BAIRD

Chief, Training

cc: D/O
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